

**2012-2013 21 SW**

**Strategic Plan**

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## 2012-2013 21 SW Strategic Plan

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## **2012-2013 21 SW Strategic Plan**

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### **Purpose**

This document provides the 21st Space Wing (21 SW) strategic vector for 2012-2013. It defines the Commander's Intent (CI) and outlines a plan for how that intent can be realized. The wing's priorities are nested with Air Force and Air Force Space Command (AFSPC) priorities, and this strategic plan details how the wing's plan falls in line with AFSPC guiding principles. It is a guide to how we will operate, maintain and grow our missile warning and counterspace capabilities. Further, it is a guide that may be disseminated to all members of the 21 SW. To clearly focus on domination of the high ground both today and tomorrow, this document:

- States the Commander's Intent
- Explains the mission, vision and motto of the 21st Space Wing
- Ensures alignment with AFSPC Guiding Principles
- States 21 SW priorities and end states
- Issues the Commander's Challenge
- Details objectives and end states to be met

### **Commander's Intent**

***Lead your mission areas, units, and shops such that you are always supporting one of the four 21 SW priorities: Think-Future-Today-People***

This strategic plan is an outline of how we will execute our missions, better ourselves and achieve our desired end states. It gives specific detail in regards to areas requiring improvement or re-focus, as any good plan should. Execution, though, is left to the group, squadron, and flight commanders. Lead your units as you see fit in order to meet the goals outlined in this document. In your actions, however, keep my intent in mind. Everything your unit or team accomplishes should support the current fight, lead into future fights, better conditions in the 21st Space Wing, or foster innovation and discipline among our personnel.

### **Mission**

***Operate and sustain global missile warning and space control capabilities and installations to dominate the high ground for America and its allies***

This wing exists to defend our nation's interests in the space domain by developing space superiority capabilities in support of global and theater warfighting requirements. We will dominate the high ground in all our operations. We achieve space superiority through unmatched operation, sustainment and support of missile warning and space control capabilities and installations.

We ensure the safety of our nation and its allies through a network of missile warning radars and missile defense systems. The wing ensures freedom of action in space, the ultimate high ground, by maintaining a variety of counterspace and space situational awareness (SSA) capabilities. We track, catalog and identify over 22,000 man-made objects that orbit earth as well as the ever increasing number of new objects that are placed into orbit weekly.

In addition to the missile warning and space control capabilities our wing provides, we are also singularly unique in the fact that we maintain 6 separate installations across the globe. No other wing in the Air Force can claim anything close to the global diversity of the 21 SW.

## **Vision**

***America's most innovative and disciplined space wing—leaders, globally postured to dominate the high ground***

The 21st Space Wing is in the global space superiority business, and we must maintain a posture of readiness to inject ourselves into the fight at any time. While we train for and execute our missions with precision and discipline, we must also innovate and find smarter and less costly ways to do business.

Innovation is essential for all military units, but it takes on additional importance when operating complex missions in a fiscally and manpower constrained environment. In order to maintain and improve our warfighting capability, we must glean every ounce of capacity out of our existing systems and facilities. When developing new systems and facilities, we must be judicious in developing our requirements so we buy exactly what we need to be combat ready. This applies equally to operational, medical and support missions.

Discipline is part of our business. It is part of our military heritage and key to our identity as a profession. More than that, though, it is essential to the execution of our mission. Missile warning and counterspace operations require strict attention to detail and discipline from both operators and support staff. Medical care requires the same from its doctors, nurses, technicians, and staffers. The diverse specialties of mission support

are no different – all of our mission areas require discipline to get the job done. We do not have the luxury of surplus manpower or funds and we can ill afford lapses in discipline.

Realization of this vision, the mission statement and CI requires individual leadership throughout the chain of command. If we see a shortcoming in mission accomplishment, a lack of innovation, or a failure of discipline, we must act. As a leader of Airmen, we must develop a course of action (COA) and fix the problem.

## **Motto**

### ***Dominate the High Ground***

Historically, the high ground is the position of control, a tactical and strategic advantage that is universally valued. Possession of this position often determines the outcome of a battle. As Knights, we are charged to hold space, the ultimate high ground. We must maintain situational awareness, track and eliminate threats and grant the United States space superiority in its operations.

The high ground is not limited to the operational mission, though. Every Airman must dominate their own high ground. Whether our primary duty is ensuring the safety of 21 SW by securing the flightline, sustaining logistics and readiness or executing food preparation in the dining facility, we all have a high ground to master and dominate or risk mission failure. We all must contemplate our primary duty, identify our high ground, then ensure we accomplish everything we can to improve our capability, future capability, investment in personnel and innovation opportunities every day.

## **AFSPC Guiding Principles**

We must rely on our core principles to help us dominate the high ground. AFSPC defined eight guiding principles that shape the command's perspective and underpin its vision and mission. Of these, the six guiding principles listed below directly shape the 21 SW CI, mission, vision and motto:

- ***The USAF space mission serves Joint Forces, our nation and the world at large.*** The Airmen of the 21st Space Wing protect our homeland with ground-based missile warning and defense sensors, keep watch on the space domain by tracking over 22,000 space objects and control the medium of space with counterspace capabilities. According to the VCJCS, our Airmen "...have fundamentally changed the nature of warfare." We will continue to provide space situational awareness and the ability to control space necessary to achieve space superiority for our nation.

- ***Air, space, and cyberspace are interdependent and contested operational domains.*** 21 SW Airmen are experts in the space domain. Our effects are integrated with the other interdependent domains both by the Joint Space Operations Center and by our Airmen deployed around the globe. Our integration with cyber will evolve and increase with both the maturation of 24 AF and through our sister wing relationship with the 67th Network Warfare Wing.
- ***Space and cyberspace forces are inherently global.*** The 21 SW maintains a global perspective. We operate sensors postured around the world, maintain global space situational awareness and operate capabilities that can achieve global effects. Further, we maintain positive relationships with Allied militaries and governments through our global operations.
- ***Delivering new technological capabilities to our warfighters in a timely and efficient manner is critical to our national security and welfare.*** The 21 SW must be agile and able to respond rapidly to emerging missions and technologies. We exploit opportunities to increase capabilities on existing weapon systems and partner closely with HHQ to bring about rapid implementation of new systems and technologies.
- ***Energy and the environment increasingly impact national security, economic growth, public safety and welfare.*** 21 SW weapon systems and installations consume significant amounts of energy. We continuously innovate and advocate for improvements targeted at reducing energy consumption. Further, we have an obligation to minimize our impact on the environment and will instill this mindset into our improvement efforts. Energy and the environment are and will continue to be a consideration in all that we do.
- ***Airmen are the core of America's space, missile, and cyberspace team.*** We have the finest Airmen and civilians in AFSPC. We continue to develop, deploy and care for these Warrior Airmen to protect our great nation.

## 21st Space Wing Priorities and End States

Our priorities are also derived from the AFSPC driving principles. Each priority has an end state which describes how we want to operate as an organization in 2-3 years. It is what we will strive for to ensure continued domination of the high ground. Our key activities should be aligned with moving us forward in each of our priorities:

- **Priority 1: Support the Current Fight**

- **End State:** *21 SW has successfully led, executed and created effects for all taskings—we have extracted all capability from current mission systems*
- **Priority 2: Lead into the Future Fight**
  - **End State:** *21 SW is globally postured to respond to any contingency or hostile environment to provide space effects, ability to survive and operate, and deploy expeditionary units and personnel; we have led change and innovation for modernized weapons systems and CONOPs*
- **Priority 3: Lead and Take Care of People**
  - **End State:** *PAFB is the best place to work, live and visit in the AF; support and advocacy level same for GSUs and deployed units*
- **Priority 4: Innovation and Discipline**
  - **End State:** *21 SW has led and created an innovation culture where effectiveness and efficiency result in capability and cost-effective stewardship of resources—we dominate the high ground by proactively adapting to change while ensuring critical tasks are executed precisely, predictably and correctly*

## Execution

The 21 SW objectives define how each of the above end states will be realized and are enumerated in Appendix A. Objectives are clearly defined, measurable, decisive and attainable subsets of goals which are achieved via supporting tasks. Each objective is tied directly to one of the above target end states and each task is in-turn tied to an objective.

Measures (or metrics) are the yardsticks to determine progress of an objective (e.g., increased capability, cost, schedule, performance, risk, level-of-effort, reduction in energy consumption). Strategies and tasks are dynamic and associated with each objective. As strategic-level tasks are developed and/or matured they are listed in Appendix C. Sub-tasks are developed and tracked by the individual groups executing all or part of a task. Strategic tasks are assigned OPRs at the wing level and are overseen by the 21 SW/CVO and the Executive Council. The Executive Council includes the 21 SW wing commander, vice commander, IMA to the wing commander, all group commanders and the wing command chief.



## Commander's Challenge

The wing vision highlights three distinct characteristics: innovation, discipline and leadership. The Commander considers these three hallmarks vital to the success of our mission and the achievement of the CI. In order to meet our end state objectives, the vision must become a reality.

All Airmen are told they are the leaders of tomorrow. The truth is that they are the leaders of today. In their primary duties, shops and mission areas, they must own their responsibility to lead. They must facilitate a mindset that fosters innovation and promotes discipline. They need to lead our respective mission areas from the front, set the tempo and push our capabilities to new heights. To paraphrase Gandhi, they must lead by becoming the change that they seek. We are challenged to be that change.

In this age of relentless technological progress, nothing remains static. If we are not progressing, we are regressing. We are constantly asked to do more with less; less manpower, less money and less resources. We must adapt and must be open to new, more efficient and more effective ways to execute our daily mission. We must extract every ounce of capability from our weapon systems and resources. To not embrace innovation is to risk becoming ineffective and irrelevant. We are challenged to embrace, foster and reward innovation.

Discipline ensures execution of critical tasks precisely and reliably every time. Discipline is not blind compliance with a checklist, but a mental state that relies upon critical thinking, problem-solving and expertise in our profession. Discipline is the weaponizing force that refines innovation into bombs-on-target reality. Innovation without the discipline in execution is a waste of effort. We are challenged to have the courage to enforce standards and the open-mindedness to think critically about problems.

The global expanse of the 21 SW may give an individual the impression that the Knights are already globally postured to dominate the high ground, but the 21 SW vision is a goal not yet attained. In addition to our geographic presence, we must strive to achieve a global posturing of readiness. We must be postured to project our disciplined and innovative military capabilities to any corner of the globe at any time required. Therefore, we must accept the challenge to accomplish our objectives to ensure a global posture of readiness.

## Appendix A: Break-out of End States and Objectives

The 21 SW end states and objectives support AFSPC and AF priorities and lead us towards our vision. Each objective will have supporting tasks and metrics.

- **21 SW Priority 1: Support the Current Fight**

**End State:** *21 SW has successfully led, executed and created effects for all taskings—we have extracted all capability from current mission systems*

**Objective 1.1: Ensure personnel mission readiness**

**Objective 1.2: Optimize mission system performance**

**Objective 1.3: Optimize mission infrastructure**

- **21 SW Priority 2: Lead into the Future Fight**

**End State:** *21 SW is globally postured to respond to any contingency or hostile environment to provide space effects, ability to survive and operate, and deploy expeditionary units and personnel; we have led change and innovation for modernized weapons systems and CONOPs*

**Objective 2.1: Model and assess adversary capabilities and innovate to dominate**

**Objective 2.2: Innovate and create strategic advantage**

**Objective 2.3: Ensure personnel readiness for the future fight**

- **21 SW Priority 3: Lead and Take Care of People**

**End State:** *PAFB is the best place to work, live and visit in the AF; support and advocacy level same for GSUs and deployed units*

**Objective 3.1: Enhance customer service across wing—"Every Airman a Sensor"**

**Objective 3.2: Optimize the work environment**

**Objective 3.3: Optimize the living environment**

**Objective 3.4: Optimize the visitation environment**

- **21 SW Priority 4: Innovation and Discipline**

**End State:** *21 SW has led and created an innovation culture where effectiveness and efficiency result in capability and cost-effective stewardship of resources—we dominate the high ground by proactively adapting to change while ensuring critical tasks are executed precisely, predictably and correctly*

**Objective 4.1: Establish and sustain a culture of innovation and discipline**

**Objective 4.2: Optimize use of resources**

**Objective 4.3: Ensure discipline across critical processes**

## Appendix B: Execution Instructions

### Methodologies

We will use models, tools and techniques from AFSO21 as we move forward with plan execution. We will strive to instill Continuous Process Improvement into the DNA of every Airman. We will use LEAN to identify and eliminate waste, and methods such as Six Sigma, Theory of Constraints and Business Process Reengineering, as we identify problems and opportunities. The AF standard 8-Step Problem-solving model is our standard.

### Progress Updates

Champions (OPRs) will be assigned to each developed wing-level strategy/task. That person will work with the AFSO21 Office, 21 SW/CVO, to organize teams, as required, and/or conduct further strategy/task development and associated metrics. Tasks and metrics currently in work will continue. This plan will also be updated as appropriate based on feedback from AFSPC, 14 AF and key customers such as JFCC-Space. ***This document should be “alive.”*** As we execute, we are certain to develop improved or additional strategies/tasks to achieve our objectives. We must update these, as appropriate. (see Executive Council charter for specific responsibilities of the council).

### Alignment

21 SW objectives support AF and AFSPC priorities and goals. During metric development, we will ensure economy of data collection by adopting applicable HHQ tracking metrics and/or functional metrics where appropriate and when they provide adequate measurement for our specific objectives.

### Progress Reporting and Monitoring

Progress and monitoring of strategic objectives and tasks will be tracked and reported to the 21 SW Executive Council. This formal reporting will be provided/briefed on a quarterly basis, as a minimum, or as directed (see charter for specific responsibilities of the council). Progress on sub-tasks OPR'd by individual groups may be requested on a more frequent basis.

## Appendix C: Strategic Task Lists

21 SPACE WING STRATEGY MAP			
<b>MISSION:</b> Operate and sustain global missile warning and space control capabilities and installations to dominate the high ground for America and its allies			
<b>VISION:</b> America's most innovative and disciplined space wing—leaders, globally postured to dominate the high ground			
PRIORITIES AND GOALS	OBJECTIVES	METRICS	TASKS
<b>1. SUPPORT THE CURRENT FIGHT</b>  <b>END STATE:</b> 21 SW is postured to globally contribute to the fight—we have extracted all capability from current mission systems and led change and innovation for modernized weapons systems and CONOPs	<b>Objective 1.1: Ensure personnel mission readiness</b>  (Champion: OG/CC, OCR: MSG/CC )  <b>Objective 1.2: Optimize mission system performance</b>  (Champion: OG/CC )  <b>Objective 1.3: Optimize mission infrastructure</b>  (Champion: 21 OG, 821 ABG/CC, MSG/CC, 721 MSG/CC)	Reduction in waste/man-hours  Increased Capability  Successful acquisition of MILCON/SRM project funding and execution of infrastructure improvements	1.1.1 Reinvent CMR/Training and CFM and set the standard for AFSPC (Strike Force)
			1.1.2 Conduct LEAN event to streamline deployment readiness preparation and training processes
			1.2.1 Explore the art of the possible in regards to optical space surveillance
			1.2.2 Improve SSA processes and C2 (Strike Force)
			1.3.1 Review/Identify mission infrastructure shortfalls/recommendations and execute planning and programming requirements
			1.3.2 Improve/Execute Thule Consolidation and Infrastructure Plan (s)

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MISSION: Operate and sustain global missile warning and space control capabilities and installations to dominate the high ground for America and its allies			
VISION: America’s most innovative and disciplined space wing—leaders, globally postured to dominate the high ground			
PRIORITIES AND GOALS	OBJECTIVES	METRICS	TASKS
2. LEAD INTO THE FUTURE FIGHT  END STATE: 21 SW is globally postured to respond to any contingency or hostile environment to provide space effects, ability to survive and operate, and deploy expeditionary units and personnel; we have led change and innovation for modernized weapons systems and CONOPs	Objective 2.1: Model and assess adversarial capabilities and innovate to dominate  (Champion: 21 OG/CC)	Number of adversarial capabilities successfully countered (within our control)	2.1.1 Establish adversary space capabilities fusion cell
	Objective 2.2: Innovate and create strategic advantage  (Champion: 21 OG/CC)	Number of operational innovations approved, programmed, and/or implemented	2.2.1 Create plan for forward-basing concept
	Objective 2.3: Ensure personnel readiness for the future fight  (Champion: 21 SW/DS, OCR: All Gp/CCs)	% of personnel ready to respond/execute new missions, capabilities, or structures	2.3.1 Prepare for effective integration of 13S and 17D career fields

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<b>VISION:</b> America's most innovative and disciplined space wing—leaders, globally postured to dominate the high ground			
PRIORITIES AND GOALS	OBJECTIVES	METRICS	TASKS
<b>3. LEAD AND TAKE CARE OF OUR PEOPLE</b>  <b>END STATE:</b> PAFB is the best place to work, live and visit in the AF; support and advocacy level same for GSUs and deployed units	<b>Objective 3.1: Enhance customer service across wing—"Every Airman a Sensor"</b>  (Champion: 21 MSG/CC, OCR: 21 MDG, 21 DS)	Customer satisfaction rates (positive experience)	3.1.1 Develop integrated tracking database for customer service and experience data
			3.2.2 Identify opportunities/gaps in service and conduct improvement events
	<b>Objective 3.2: Optimize the work environment</b>  (Champion: 21 MSG/CC, OCR: All)	Worker feedback data (Positive work experience)	3.2.1 Revamp professional training and development opportunities
	<b>Objective 3.3: Optimize the living environment</b>  (Champion: 21 MSG/CC, All)	Resident feedback data (positive living experience)	3.3.1 Improve Exceptional Family Member Program (EFMP)
	<b>Objective 3.4: Optimize the visitation environment</b>  (Champion: 21 MSG/CC, All)	Visitor feedback (Positive experience)	3.4.1 Improve "Fallen Warrior" response processes

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<b>VISION:</b> America's most innovative and disciplined space wing—leaders, globally postured to dominate the high ground			
PRIORITIES AND GOALS	OBJECTIVES	METRICS	TASKS
<b>4. INNOVATION AND DISCIPLINE</b>  <b>END STATE:</b> 21 SW has led and created an innovation culture where effectiveness and efficiency result in capability and cost effective stewardship of resources—we dominate the high ground by proactively adapting to change while ensuring critical tasks are executed precisely, predictably and correctly	<b>Objective 4.1: Establish and sustain a culture of innovation and discipline</b>  <b>(Champion: 21 SW/CV, All)</b>	Number of errors on critical task execution	<b>4.1.1 Conduct Strategic Rapid Improvement Event to identify shortfalls</b>
		Man-hours reduced	
		Dollars saved	
	<b>Objective 4.2: Optimize use of resources</b>  <b>(Champion: 21 SW/CV, All)</b>	Energy consumption reduced	<b>4.2.1 Identify and execute energy efficiency options across PAFB and GSUs</b>
		Square Ft reduced or freed up	<b>4.2.2 Assess and Improve contract acquisition/management processes (Strike Force)</b>
		Cost avoidance	<b>4.2.3 Identify shortfalls from manpower and budget reductions and develop mitigation strategies</b>
		Capability Increase	<b>4.2.4 Improve/Execute Thule Consolidation and Infrastructure Plan (s)</b>
	<b>Objective 4.3: Ensure discipline across critical processes</b>  <b>(Champion: 21 SW/CV, All)</b>		<b>4.3.1 Develop processes to rapidly respond to guidance or process changes</b>